



**DEPARTMENT OF THE ARMY**  
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER  
8899 EAST 56TH STREET  
INDIANAPOLIS, INDIANA 46249-5301



REPLY TO  
ATTENTION OF

AHRC-EB

24 February 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, U.S. Army Aviation Warfighting Center, Fort Rucker, AL 36362

SUBJECT: Career Management Field (CMF) 15 Review and Analysis

1. References.

a. DAPE-MPE-PD, Memorandum of Instruction (MOI) dated 31 January 2006, Subject: MOI for the FY06 SFC Promotion Selection Board.

b. U.S. Army Enlisted Records and Evaluation Center (EREC) FY06 SFC Selection Board Standard Operating Procedures effective 31 January 2006.

2. General: The FY06 SFC Promotion Selection Board convened as directed at the U.S. Army EREC, Indianapolis, Indiana on 31 January 2006 to select the best qualified noncommissioned officers for appointment to Sergeant First Class IAW references 1a and 1b above. In accordance with references above, the selection board panel published this review and analysis to assist in executing your duties CMF 15 proponent duties. This document provides an assessment of the promotion zone population, career progression opportunities with the CMF, some additional recommendations, and feedback on the CMF 15 proponent packet.

3. Competence assessment of Promotion Zone. The CMF 15 promotion zone population was well within its historical norms for advancement. The selection board panel selected the best qualified NCOs for promotion. The NCOER was the single most critical document in the board review process. Based on the panel's record review, the following is an assessment of the promotion zone population along with recommendations on the NCOER.

a. Performance and potential. Regardless of duty assignment, consistently strong performance and potential ratings were major determining factors for promotion in CMF 15. Soldiers who performed well in tough consecutive leadership jobs (Platoon Sergeant, Supervisor, Detachment NCOIC, etc.) within the past five years were generally the most competitive. Those who consistently performed well in all jobs remained competitive for promotion, but Soldiers who were inconsistent performers regardless of duty positions were less so.

b. The following are recommendations regarding the performance and potential portions of the NCOER:

(1) Rater and Senior Rater comments that provided clear and concise evaluations of an NCO's potential for next higher grade greatly assisted the board in identifying the best qualified NCOs for promotion.

(2) Bullet comments that justify the block checked ensured board members understood the Rater and/or Senior Raters intent. Measurable and quantifiable comments greatly added in evaluating a Soldier's performance. Recommend quantifiable bullets be the first bullets to ensure emphasis is placed on the most important accomplishment. Many excellence ratings were given without proper justification. Conversely, some successful ratings were given when comments clearly supported excellence rating. Bullets that start with successfully imply just that, success. Raters and Senior Raters should refrain from using the exact same verbiage on consecutive NCOERs.

(3) Senior Rater comments are of critical importance in assessing a Soldier's overall performance and potential. Bullet comments should be precise to eliminate unnecessary interpretation by the board. Recommend Senior Rater's bullets state potential for promotion to the next higher grade, assignments, and NCO education and summarize duty performance.

(4) Any "No" ratings in the values section of the NCOER constitutes a very strong do not promote message.

c. Utilization and assignments. The CMF 15 promotion zone population in large measure was properly developed within their respective fields. Numerous Soldiers sought challenging duties and performed very well. A number of NCOs successfully performed duties as Drill Sergeants, AC/RC duty, Recruiters, Detachment Sergeants, and in a few cases First Sergeant. In general, those Soldiers who worked for extended periods in technical jobs and/or non-MOS jobs (R&U Coordinator, Command Financial Specialist, etc.) demonstrated less potential. Numerous Soldiers performing recruiting duties received slightly below average ratings. The board did not hold this against NCOs who otherwise had a pattern of exceptional performance. NCOs, once they have successfully performed in their CMF, should continue to seek out challenging positions and opportunities to perform at a higher grade/skill level.

d. The following are recommendations for principal Duty Title/Description (part III, a and c, DA Form 2166-8 of the NCOER. Principal Duty Title/Description. The principal duty title on the NCOER should reflect the duties performed. As Army Aviation continues to transform and TDAs/MTOEs are revised, it is more important than ever for duty positions to be accurate and reflect the specific job or the most important job. When many jobs are being performed, leadership positions, should be emphasized. Recommend daily duties and scope include the number of Soldiers, vehicles, facilities,

dollars and equipment the NCO is responsible for and the Duty MOSC accurately reflect in the skill level of the principal duty title. Recommend the number of Soldiers supervised are listed in the duty description responsible for the training, morale, health and welfare of (actual number) Soldiers. Recommend avoiding the use of abbreviations as much as possible.

e. Training and Education. A considerable number of NCOs had earned and completed college credits with some achieving Associates and Bachelors degrees. While continuing education is an important element in a Soldiers file, duty performance and technical experience was most important in assessing potential for promotion.

(1) The board viewed honors such as distinguished/honor graduate and commandant's list, while attending NCOES favorably. Excellent performance in challenging military schools generally translated into outstanding performance in the field and helping board members determine patterns of excellence.

(2) A number of Soldiers were recommended for Battle Staff and other NCO enhancing schools on their NCOERs. Senior leaders as well as NCOs need to take an active role in ensuring that their best Soldiers have an opportunity to attend these very important schools.

f. Physical Fitness. Consistent APFT scores of 300 or APFT badge respectively enhances the file. Raters should state specifically if the APFT badge was awarded, not just a score of 270. NCO's should be given credit for APFT scores. A number of NCOs exceeded the screening table weight by a substantial amount. If Soldiers are significantly over the screening weight, but in excellent physical condition, a comment on their NCOER addressing overall fitness such as "ran the NYC marathon" should be included to alleviate any doubt felt by the board when an NCO is 50 to 60 pounds over the screening table weight.

g. Overall career management. NCO assignments should be balanced between tactical units and other assignments to the maximum extent possible. NCO's should strive for diversified duty assignments with leadership and staff positions. Soldiers who stay extended periods in garrison or school assignments are less competitive for promotion.

4. CMF structure and career progression assessment. CMF 15 promotion zone population held positions as outlined in FY06 USAAWC SFC Promotion Board Briefing packet. As previously mentioned, Staff Sergeants were properly developed in their CMF.

a. MOS compatibility within CMF. The diversity of MOSs with CMF 15 is a challenge. However, NCO's serving in grades of E-7 and above must be able to work in battalion and brigade NCO staff positions. Soldiers that have prior leadership and staff experience are better able to transition to the next level.

b. Suitability of standards of grade and structure. Current grade/structure is appropriate. Recommend Soldiers seek leadership duties upon entry to noncommissioned officer ranks. The current aviation organizational structures do not afford leadership opportunities for all NCOs. However, there are adequate opportunities to meet the needs of the branch.

c. Assignment and promotion opportunity. NCO's assigned to MTO&E/Divisional units enhance their probability of receiving positions of leadership/increased responsibility, thereby, enhancing their competitiveness. Soldiers who successfully served in leadership positions during operational deployments enhanced promotion opportunity. Overall health of CMF 15 appears to be good.

#### 5. Additional Recommendations.

a. Recommend CSMs and 1SGs take a more active role in reviewing NCOERs for their Soldiers. Special attention should be given to those NCOs rated or senior rated by sister service personnel, civilians or junior NCOs. These ratings were consistently lower than the average Army ratings and could potentially impact on an otherwise strong performer and exceptional file.

b. Many NCOs had ERBs which indicated HSM and MOVSMs with no mention of these awards on their NCOERs. Soldiers who were recognized for their humanitarian contributions or their exceptional voluntary service during a rating period should have it noted on their NCOERs.

c. Photographs: Photos were an important part of the board deliberations and considerations. A large number of photos were missing or not current. Missing photos left board members to draw their own conclusions. Current photos are very important.

(1) While the board recognized that our current operating environment has made it difficult for many NCOs to obtain current photographs, every effort should be made to have one prior to deployment. Recommend photo labs give priority "space" to Soldiers pending deployment, and/or Commanders consider making military photos a part of the SRP/deployment preparation process.

(2) Recommend senior leaders take the initiative and responsibility to review photos and provide constructive feedback before they are placed in the official record. Too many photos had uniform discrepancies and improperly placed awards and badges. This reflects poorly on an otherwise stand-out NCO.

d. Total Person Concept. Today's NCOs are very competent, educated and performed professionally, regardless of the positions. As a result, NCOs must do all they can to set themselves apart.

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(1) Honors that distinguished NCOs were viewed positively by the board such as the Sergeant Audie Murphy Club, the Sergeant Morales Club and compete for NCO of the year or other competitive Regimental awards. These prestigious honors were viewed positively by the board.

(2) NCOs who possess language skills are diminishing. Recommend increased emphasis be placed on acquiring a second language skill and proficiency.

e. Disciplinary Action: Disciplinary action such as memorandums of reprimand and/or UCMJ action during the rating period and filed in the performance fiche of the record should be reflected on the NCOER. While the specific punishment taken should not be listed, Raters and Senior Raters can use the NCOER to connect events during the rating period. The board viewed disciplinary action that occurred in the distant past as surmountable, giving consideration to the length of time passed, the type of action, the offense, the improved performance and strength of the overall file.

6. CMF Proponent Packets. Overall quality of the packets was good. Very informative and useful.

// Original Signed//